

CONCORDIA UNIVERSITY
FACULTY OF COMMERCE AND ADMINISTRATION

P 10

GUIDELINES FOR POLICIES AND PROCEDURES CONCERNING
APPOINTMENTS, CONTRACT RENEWALS, PROMOTIONS AND TENURE

Introduction

Concordia University's basic policies and procedures governing faculty appointments, contract renewals, promotions, merit increments and tenure are set forth in different policy documents. In the paragraphs below, the Faculty of Commerce and Administration gives its explanation of the material in the policy documents and presents specific policies and procedures adopted by this Faculty to meet its particular circumstances and requirements. It is recognized that in all cases the official appointments, contract renewals, merit increments, promotions and tenure for members of the Faculty.

University policy requires that the Dean consult with the colleagues of the Faculty before making recommendations to the Vice-Rector, Academic. In the Faculty of Commerce and Administration, the required consultation is provided through four (4) Committees struck for these explicit purposes; the Department Personnel Committee, the Faculty Personnel Committee, the Department Tenure Committee and the Faculty Tenure Committee.

It should be stated here which committee handle the regular cases

Departmental Personnel Committee

The Departmental Personnel Committee shall be composed of four (4) faculty members who shall be elected at a regular Department meeting and serve a term of two (2) years. One (1) member must be elected from the ranks of Full and Associate Professors and one (1) member shall be elected from the ranks of Assistant Professor and Lecturer. These two (2) members shall initially be elected for two (2) year terms. Two (2) other members will be elected without regard to rank and shall initially serve a one (1) year term. Every year before October 15, two (2) new members shall be elected to replace the outgoing ones.

Outgoing members are eligible for renewal once.

A quorum is three (3).

A Personnel Committee member must absent him/herself when his/her case is being considered.

Departmental Personnel Committee - Continued -

The Chairman of a Department is not a member of the Personnel Committee.
The Personnel Committee shall elect a voting Chairman.

Faculty Personnel Committee

The Faculty Personnel Committee shall be composed of four (4) faculty members and two (2) alternates. Two (2) full-time faculty members and one (1) alternate shall be elected by mailed ballot by the full-time faculty members and one alternate shall be appointed by the Dean after consultation with the three (3) elected faculty members of the Committee.

Every effort should be made to ensure that there is at least one member of the Committee from each campus and not more than one member from any department.

The term of office three (3) years, renewable once. Initial terms will be for three (3) two (2) and one (1) year(s). Every year before October 15, new elections must be held to replace the outgoing members.

*How well these
are distributed*

Faculty Tenure Committee

The Faculty Tenure Committee shall consist of the following: -

- i) the Dean
- ii) two tenured members of the Faculty, elected by the full-time members of the Faculty
- iii) one tenure member of any Faculty, appointed by CUFA
- iv) one tenured member of any Faculty, appointed by the Vice-Rector Academic.

It may be wise politically to elect the alternate

In addition, an alternate tenured members shall be elected or appointed, as the case may be, for each position under ii), and iv) in the same manner as above to act in cases where the regular member is unable to do so.

The term of service on the Faculty Tenure Committee shall be for one year. Members shall be eligible for re-election or re-appointment.

The election or appointments, as the case may be, of members and alternates for the Faculty Tenure Committee for the following academic year shall take place in April.

Faculty Tenure Committee - Continued -

Nomination for members and alternates for the position under ii) shall be made to the Dean of the Faculty. Any full-time member of the Faculty may make such nominations, the Dean of the Faculty shall determine that nominees are willing to serve, and obtain and hold available for consultation by the full-time members of the Faculty, the curriculum vitae of each nominee who is willing to serve. Voting shall be by secret ballot, and the election shall be supervised by a committee of the Faculty Council appointed annually for this purpose.

why is this necessary -

Each of the two (2) members and two (2) alternates for the positions referred to in the preceding paragraph shall be from a different Department, and the Committee supervising the election shall ensure that this provision is respected.

Tenured members are not eligible to vote or serve while on leave. They may, however, be elected in April while still on leave to serve on their return from leave in the following academic year.

For the positions under iii) and iv) the alternates shall be from different Departments than the respective members.

If a member of the Faculty Tenure Committee is a member of the same Department as a candidate being considered for tenure, he/she shall withdraw from the Faculty Tenure Committee during consideration of this candidacy and be replaced by the appropriate alternate.

Faculty Activities

The two basic functions of the University are communicating knowledge and contributing to new knowledge, and they are therefore the primary activities of Faculty members. In addition, faculty members are expected to undertake service activities in the University and the community and consideration will be given in evaluating a faculty member.

Faculty Activities - Continued -

The communication of knowledge can take many forms, the most important of which is classroom teaching. Seminars, symposia, workshops and similar instructional forms are also widely used in the Faculty. Faculty members also communicate knowledge through advising and supervising students in all their activities. Therefore, the term teaching includes classroom performance, the ability to communicate material which reflects the current states of the discipline, pedagogic publication and innovation, accessibility to students, participation with colleagues in departmental and faculty curriculum development.

Contribution to new knowledge also takes many forms, the more important of which are scholarly research and professional activities of a clearly creative character. Scholarly research may include, for example, the development of new theory or methodology in the various disciplines, it may include also the empirical investigation in the functional areas of business and administration or related fields. Creative professional contributions may take various forms including papers in the professional literature, technical reports, proceedings of professional literature, technical reports, proceedings of professional conferences, integrative or innovative tests or casebooks but under some circumstances it may be reported in monographs or exhibitions, audiovisual displays or computer codes.

Professional contributions may also be made through creative service in key roles in professional organizations and by providing innovative professional consultative services to governmental and other agencies.

The University is a self-governing body of scholars and is thus crucially dependent upon the active participation of faculty members in various aspects of its operation. Responsibilities are many and varied and include contributions to the academic administration of the University in all its forms. Also, because of special expertise, faculty members frequently assume administrative, consultative or service roles in various areas of University governance and with many community and professional agencies.

General Criterial for Determining Contract Renewals, Promotions and Merit Awards

The evaluation of full-time faculty members will be based upon consideration of professional competence and potential in all the areas mentioned as being the Faculty activities.

The evaluation of teaching will be accomplished by the faculty member's colleagues in accordance with the procedure established for the purpose, on the basis of evidence which must include student input. The candidate is strongly urged to present a "teaching portfolio". Arrangement should be made for input at the departmental level from students and from other academic units with which a faculty member may also be associated. Student views and opinions should be sought through the normal procedures of course evaluation. In addition, the content, organization and required standards of student performance (especially graduate students) should be scrutinized for the courses for which the candidate has had responsibility. Furthermore, attention should be paid to innovative course design, teaching notes or other creative course material and to the accessibility to students and participation with colleagues in the departmental and faculty curriculum development.

The evaluation of research effectiveness will primarily depend on the judgment of the faculty member's disciplinary peers and the expertise of the candidate's senior colleagues. This evaluation will be made on the basis of evidence such as publications, exhibitions and performances, external recognitions, grants and other awards, as presented by the faculty member in a "research portfolio". Emphasis should be made on the significance of the research, the creativity of the work and its impact on academic disciplines or managerial practice.

Sources of Information

The Committees must have available for their deliberations written data consistent with the criteria used for the given evaluation. It is the sole responsibility of the candidate to supply these Committees with all relevant information pertaining to the three (3) areas of Faculty activities. These evidences will be assembled in portfolios in order to set forth in detail the evidence supporting the candidate's case and allow

Sources of Information - Continued -

others to make sound judgments about his/her commitments. The portfolios should be submitted to the Department Chairmen at least two (2) weeks prior to the deliberations of the Department Personnel or Tenure Committee. They will be returned to the candidate after the final decision has been reached. The absence of evidence in one or more portfolios should be considered as not existing and therefore should not be evaluated. Verbal information should only be considered as supplementary to the ones submitted in the candidate's portfolios.

Portfolios are a set of documents which collectively indicate a professor's commitments to teaching, research or administration in terms of what he/she does in the particular area and the results of those efforts. Carefully developed over a number of semesters, a portfolio can avoid the wasteful, disorganized and time consuming scramble for documentation just before review and always will have a positive effect on evaluation. Books which have been published should be available at the University's libraries (Norris and Vanier), and any other information which will not fit into a portfolio should be made available for consultation.

The Department Chairmen, Associate Deans and the Dean will supply the Committees on demand, with any relevant additional information coming to their office(s).

Special Criteria for Renewal of Contract

In consideration of contract renewal, the future academic needs of the University and/or the Faculty will be accorded overriding importance.

An individual faculty member who is a candidate for evaluation for contract renewal is expected to have fulfilled any special conditions in his/her previous contract.

Special Criteria for Renewal of Contract - Continued -

A candidate for renewal of contract is asked to complete the relevant dossier which must be accompanied by full supporting documentation. This dossier is evaluated by the Department Personnel Committee and their recommendation is presented to a department meeting of all full time faculty members (salary code 100) the faculty member has the right to appear and present his/her case to the Department Personnel Committee and to the department. The department vote count must be recorded and forwarded to the Dean. Voting must be by secret ballot and the faculty member must be absent during the vote.

The evaluation will pay particular attention to the quality of the candidate's teaching and to the candidate's ability to carry out independent research.

Only full-time faculty members (code 100) are eligible for contract renewal consideration. The Chairman will forward to the Dean the recommendations that stem from the Department Personnel Committee together with his own recommendation. He will also send copies of both recommendation to the faculty member. Furthermore, he will also forward to the Dean's office all pertinent information, submitted dossiers and other relevant documents pertaining to the candidate's case.

Special Criteria for Promotion

To be appointed, reappointed or promoted to the rank of associate professor, an individual must display competence in both communication knowledge and contributing to new knowledge. Solely attaining a minimum acceptable level of competence is not compatible with the Faculty's objectives and the faculty member is expected to display University teaching of considerable scope and demonstrated over the years to be of good quality.

Special Criteria for Promotion - Continued -

The faculty member should be able to demonstrate the ability to complete independent research of some substances. In addition, all faculty members are expected to be engaged in University service activities of some sorts.

Exceptionally, a faculty member in mid career may be considered for promotion to Associate Professor even though the research expectation has not been fully satisfied.

To be appointed, re-appointed or promoted to the rank of full professor, an individual must have demonstrated clearly outstanding accomplishments which greatly exceed the acceptable standards for at least one (1) primary criterion. In addition to the criteria for promotion to Associate Professor it will be expected that the faculty member have national and/or international recognition in his/her field of research. Evidence of such recognition will include evaluations by scholars who are full Professors in the same discipline in other Universities as well as, where appropriate, recognized experts in the discipline in other organizations.

The Dean, on his own or asked by any of the Committees or by the Department Chairmen may request a recommendation from scholars or experts outside of the Faculty. The name and address of such external referees may be submitted by the candidate for promotion himself or by any other individual or group.

It is in the best interest of the candidate to make sure that such requests are done in time, in order to have the recommendations before the meeting of the Department Personnel Committee.

In order to ensure that the Committees have the greatest possible freedom of access to information relevant to its deliberations, they may request the assistance of any individual or representative of any group(s) in obtaining such information.

Special Criteria for Promotion - Continued -

Exceptionally, and in the following circumstances, a faculty member may be considered for promotion to full professor even though the research criterion is not fully satisfied.

1. The faculty member is near normal retirement, has established a reputation as a good teacher, has maintained his/her scholarship and has made a significant and sustained contribution to the life of the University.
2. The faculty member, currently engaged in full-time teaching, is in mid career, has proven to be an outstanding teacher, and has made a contribution of exceptional intellectual quality to students and colleagues and when appropriate, his/her profession. This contribution will have merited internal and external recognition in the discipline. Evidence of such recognition will include evaluations by nationally or internationally known scholars who are full professors in the same discipline in other Universities, as well as, where appropriate, recognized experts in the discipline in other organizations.

Attention will also be paid to outstanding contributions to the academic administration of the University and contributions to the community at large which serve to enhance the reputation of the University.

Candidates for promotion are asked to complete the relevant dossier which must be accompanied by full supporting documentation. A list of a minimum of five (5) external referees when appropriate should be submitted to the Dean, by the candidate at least two (2) weeks prior to the first meeting of the Department Personnel Committee. All pertinent information submitted will be evaluated by the department personnel committee and their recommendation is forwarded to the department chairman. The department chairman prepares his/her recommendation independently; if the recommendations differ, an attempt is made to reconcile the difference. If this is not possible, then both recommendations are forwarded to the Dean along with the appropriate dossier. The Chairman will also send copies of both recommendations to the faculty member.

Salary Determination - Merit Increments

Evaluation for the purpose of establishing salary, i.e., the assignment of the normal performance/merit increment and special merit increments, or the denial of the normal performance/merit increment will be made annually and will be based on the performance of teaching and research and related administrative

Salary Determination - Merit Increments - Continued -

responsibilities over the preceding twelve (12) months. The weight given to each of these elements will be related to the composition of the individual's workload.

The award of normal and special merit units is the result of positive evaluations and clearly affects the rate of progress through an academic rank. Each annual award decision is thus an incremental decision on a longer range career path. A faculty member who receives a succession of special merit increments (each increment is equal to $\frac{1}{2}$ of the normal performance/merit increment) will clearly achieve the floor of the next ranking level more quickly. Such a faculty member would have a reasonable expectation of promotion.

All full-time faculty members (code 100) must be evaluated for merit purposes. The faculty member must complete the faculty performance evaluation form and must supply the relevant documentation.

Unsatisfactory performance in teaching will be sufficient grounds for denying normal performance/merit increment. So will unsatisfactory performance in other activities if these make up a substantial portion of the individual's assigned workload.

Should be Personnel Committee?

The Chairman will forward to the Dean the recommendations that stem from the Department Advisory process. This information will be shared at a general Chairmen's meeting chaired by the Dean. Since the total Faculty will have to stay within certain limits established by the limit of funding, the department Chairmen will have to adequately know their borderline cases and should have a clear mandate by the Department Personnel Committee (when he acts as their spokesperson at the chairmen's meeting) should he have in anyway to modify the evaluations made by the Committee. After this meeting, the Chairman will send a copy of his final recommendation to the faculty member concerned.

*The personnel committee should rank the dept members.
The chairman may disagree*

Review at the Faculty Level

The recommendations for appointments, contract renewals, promotion and merit increments will be reviewed by the Faculty Personnel Committee which the Dean will convene for the purpose. The Committee will receive all pertinent information for the specific evaluation review from the department chairmen at least one (1) week prior to the meeting. The results of the deliberations will be forwarded to the Dean in writing in the form of a recommendation.

The Dean will forward to the Vice-Rector, Academic the recommendations of the Department Personnel Committee, Department Chairman and the Faculty Personnel Committee together with his own separate recommendation.

It must be noted that the total number of special merit increments is ultimately governed by the annual salary settlement. The Vice-Rectors are thus constrained in their special merit decision by the established limit of funding. In adjusting the assignment of special merit increments to that limit, if need be, the Vice-Rectors will be advised by all the Faculty and Divisional Deans. Therefore, the Deans have to adequately know their borderline cases.

It is the responsibility of the Vice-Rector, Academic to make the final decision regarding contract renewals and merit increments, subject to the appeal procedure - and to forward his/her recommendations for promotions to the Board of Governors.

If a full-time faculty member is refused a requested promotion or denied a normal performance/merit increment, the Dean will be authorized by the Vice-Rector, Academic, to provide a written, reasoned report setting out the considerations which led to the refusal or denial.

A full-time faculty member whose contract terminates at the end of the academic year and who is not being offered reappointment for the following academic year will be notified by the Vice-Rector, Academic. Notifications must be by registered mail or by courier delivery to the address of the faculty member on record at the Faculty Personnel Office. If notification

Review at the Faculty Level - Continued -

is by registered mail, the letter will be mailed on or before December 15, or by the first working day thereafter if December 15, falls on a Saturday or Sunday. If notification is by courier, the letter will be delivered no later than December 20. At the request of the faculty member, the Vice-Rector will furnish a written statement of the reasons for non-renewal.

Appeals Board

The Appeals Board is neither a grievance committee nor a substitute for peer evaluation but an appellate panel available to full-time faculty members. Full-time faculty members who are dissatisfied with decisions in the areas of contract renewal, promotion and denial of normal performance/merit increment may appeal to the Appeals Board. The Appeals Board considers the recommendations, with the supporting documentation of the previous proceedings, and in addition may call witnesses and examine whatever material it deems appropriate. Its recommendation, which must be reasoned and in writing, will be forwarded to the Rector.

In its deliberations the Appeals Board will accept that the criteria for renewing contracts, for determining promotion, and for awarding merit increments derive from the particular goals and objectives of a Faculty/Division and its departments.

Notice of intent to appeal must be sent to the Secretary of the Appeals Board within 30 days of the date of the written notification of the decision being appealed. The documented appeal must be lodged within 30 days of this notice of intent.

The Appeals Board will be convened each year. In hearing appeals, it will in particular determine whether:-

- 1) the proper procedures set out in this document were followed;
- 2) a faculty member denied a normal performance/merit increment or a requested promotion was sent the reasoned report by the Dean;

Appeals Board - Continued -

- 3) a faculty member whose contract is not being renewed was so notified by registered mail or courier delivery and, if this was requested, received a statement of the reasons for the decision;
- 4) the criteria applied at the Faculty/Divisional level, having been clearly articulated, were reasonably and consistently applied.

The first meeting of the Appeals Board, convened by the Rector or his representative, will elect a non-voting Chairman and a Secretary from among its members.

A member of the Appeals Board who has to disqualify himself or herself from hearing a particular case will be replaced by an alternate from the same Faculty.

The appellant, the Chairman, and the Dean or the Vice-Rector, Academic have the right to rebut when one of them or a witness is appearing. The Secretary will give them reasonable notice of the date(s) on which one of them or a witness is to appear.

The appellant has the right to be accompanied by a member of the full-time faculty as an advisor.

The Appeals Board will base its recommendations on the recommendations and supporting documentation of the previous proceedings as well as on the additional material placed before it. The Appeals Board's hearings shall be in camera and all its proceedings shall be confidential. Only members of the Appeals Board will be present during its deliberations.

The Secretary will send the Rector the file with regard to each case, including the recommendations and the supporting documentation of the previous proceedings, the reasoned recommendations of the Appeals Board and any dissenting opinion. The Appeals Board will make every effort to reach a decision and report to the Rector within 30 days of the receipt of an appeal.

Appeals Board - Continued -

The Secretary will notify the appellant in writing of the recommendations of the Appeals Board.

The Rector will notify the appellant in writing of his/her decision within 21 days of receiving the recommendations, and will send a copy to the Secretary of the Appeals Board.

The composition of the Appeals Board will be as follows:-

- 1) one full-time faculty member elected by and from the full-time faculty members of the Faculty of Arts & Science;
one full-time faculty member elected by and from the full-time faculty members of the Faculty of Commerce and Administration;
one full-time faculty member elected by and from the full-time faculty member of the Faculty of Engineering;
one full-time faculty member elected by and from the full-time faculty members of the Faculty of Fine Arts.
- 2) three full-time faculty members appointed by a committee consisting of the Faculty Deans, Divisional Deans and the Provost.

Using the same procedures, alternates will be named for each of the seven positions.

The Chairman of the Appeals Board, who will be non-voting, will be chosen by the members of the Appeals Board from among the four (4) elected members.

Academic Appointments

Full-time Faculty

All candidates for an initial full-time permanent appointment to the Faculty must be considered by the appropriate department. Each Department will establish its own process for appointment purposes. When the candidate visits the campus, the full-time faculty members should be notified in any given form and as many as possible should arrange to attend the candidate's seminar or lecture. To the extent possible, the opinions of faculty members and

Full-time Faculty - Continued -

students should also be solicited and student representatives should be invited to attend the candidate's seminar or lecture. *Candidate may also be asked to give a guest lecture to students, and then be evaluated by them.*

The Chairman will provide the Dean with his recommendations and the written support of the full-time faculty members of his/her department together with all necessary documents required for such an appointment. Salary and other monetary considerations will depend on the available budget and the approval of the Vice-Rector, Academic.

The Dean will forward the complete dossier of the candidate to the Vice-Rector, Academic together with his own recommendations. He, in turn, will inform the candidate of the offer of appointment made to him by the University. The appointment becomes effective only after the candidate has accepted the offer without reservation and within the time period mentioned on the offer.

As a general practice the candidate is available on Campus at the first day starting his appointment, therefore no retroactive appointment should be recommended unless exceptional circumstances.

The criteria for an initial appointment at the rank of Associate or full professor are the same as the criteria for promotion to that rank.

Contractual Appointments

1. Probationary - a faculty member appointed to an ongoing establishment position, with the presumption that during the course of the appointment both the performance of the faculty member and the continuation of the position will be reviewed. An initial appointment commences on a date agreeable to the faculty member and to the University and terminates on May 31 of the same or following academic year. Subsequent appointments if made, run from June 1 through May 31 of the next or following year, depending upon whether the subsequent appointment is for a one or two year period. Consideration for tenure is governed by the University Tenure Policy.

Contractual Appointments - Continued -

2. Limited - a faculty member appointed temporarily to an ongoing establishment position, or to a temporary position. This category includes Sessional Lecturers, Visiting Professors, and faculty appointed for the purpose of replacing a Concordia faculty member on leave of absence. The appointment commences on a date agreeable to the faculty member and the University and normally terminates on May 31 of the same academic year. In appropriate circumstances the appointment may be renewed; appointees are not eligible for tenure consideration.

3. Tenured Appointments - Tenure may be granted on initial appointment with the rank of Associate Professor or Professor, or following a probationary appointment or appointments. The process for granting tenure is described in the University Tenure Policy. Tenured status confirms continuing appointment until normal retirement as defined in the University Benefit Policy, dismissal for cause, or for reasons related to major academic reorganization and/or financial necessity.

4. Academic Ranks - the ranks for full-time faculty are:-

Sessional Lecturer
Lecturer

Assistant Professor	Visiting Assistant Professor
Associate Professor	Visiting Associate Professor
Professor	Visiting Professor

and exceptionally

Research Assistant Professor
Research Associate Professor
Research Professor

Visiting Research Assistant Professor
Visiting Research Associate Professor
Visiting Research Professor

It is recognized that the cases of contractual appointments may present special problems as to timing, documentation and other considerations. The departmental process for appointment in these cases, must maintain flexibility in its attitudes and procedures.

Part-time Faculty

Course Basis - most part-time faculty members are hired on a course basis according to an established University Fee Scale. The title Lecturer is used for this group of part-time faculty.

Fractional Basis - fractional appointments are part-time appointments for which the duties normally transcend those appointed on a course by course basis. Salaries are arranged in accordance with the required duties, with attention paid to the salary floors for full-time faculty. The title used is Special Lecturer.

Adjunct Appointments - Adjunct appointees may carry any of the professional ranks and are assigned the particular title by the virtue of the special relationship which they have to a particular programme. Salaries are arranged on an ad hoc basis with some receiving no stipend at all. In this latter case the University provides certain facilities to the individual as a courtesy to a member of a profession or related institution and because of the special benefits that may accrue to the University by virtue of the appointment.

Executive in Residence - Senior managers may be appointed to the Faculty for specific tasks ranging from teaching and research to advisor or administrator in connection with the Centre for Management Studies. Salaries are arranged on an ad hoc basis with some receiving no stipend at all. Such appointees enjoy the same status as regular appointees, but since they are not pursuing a normal academic career within the Faculty, they are not eligible for tenure.

Research Faculty

The increasing availability of large research grants has generated the occasional use of the qualifier "Research" in some academic titles. Thus:-

Research Assistant Professor
Research Associate Professor
Research Professor

Research Faculty - Continued -

The appointment may be either full or part-time and the title may include "Visiting" as appropriate. Generally such appointments are supported by research funds, and in consequence are governed by Policy B-50.

Special Appointments

Special teaching appointments, at all ranks, may be made for persons who normally have other responsibilities either within or outside the University, are prepared to carry a particular teaching responsibility within a Faculty, but who are not necessarily pursuing a normal academic career within that Faculty. Such appointees enjoy the same status as regular appointees, but are not granted tenure.

Other Appointments

A variety of appointments such as Teaching Assistants, Conference Leaders, Research Assistants, Markers, Laboratory Demonstrators, Supervisors and Technicians, are made on the basis of part-time or full-time employment and do not carry the status of faculty members.

Each department will have to include in their process for appointments the case of part-time Faculty recognizing that these appointments may present special problems where delegation of authority is needed in order to maintain enough flexibility.

The Chairman will provide the Dean with the appropriate documents necessary for such appointments. Salaries and other monetary considerations will depend on the available budget and the approval of the Vice-Rector, Academic.

Faculty Workload

Appointment to the full-time faculty carry a direct explicit commitment and responsibility for two (2) terms per year a total of nine (9) months from September 1 to May 31 of scholarly work, academic supervision and guidance

Faculty Workload - Continued -

of students, setting and marking of examinations and general participation in University affairs, including the work of Councils, committees, etc. This scholarly and administrative activity represents approximately twenty percent (20%) of a professor's workload.

Generally, for a 3 credit course, one can assume approximately 10% of an annual workload. Extra time may be assigned for the first preparation of a new course, for large classes, for new pedagogical innovations etc., and less time may be allotted for repeat sections. The normal range for teaching should represent 40% to 60% with a maximum of 80% of annual load.

Graduate student supervision should be included in the annual workload, especially for research paper supervision. There is no written policy guiding the percentage workload for each particular duty in this field of activity, therefore, Chairmen will have to exercise judgement in assigning workload for that activity as long as the faculty does not bring forward some written guidelines.

University officers of Faculty administrators have a certain percentage workload devoted to general administrative responsibilities on a contractual basis made upon their nominations. Special ad hoc assignments may also be considered for workload purposes.

Time spent on research should be recognized for those activities which can be shown, or be expected to produce results which are regularly disseminated via papers, conferences, textbooks, etc. For these research activities, no written policy is guiding the percentage workload and the Chairmen will have to exercise judgement. This judgement has to take into account that for our Faculty, the total teaching load of full-time (code 100) faculty has to be equal or superior to 50% of the annual total Faculty workload, provided the average class size for all level courses is equal or greater than 40 students per class who have completed and have been given a mark.

Faculty Workload - Continued -

The workload commitment documents will justify the total Faculty workload and is, therefore, a necessary document for justifying the budget in the other than code 100 teaching salary codes.

The workload realization document will later compare the intended activities with the ones achieved during the academic year and will be the base document for evaluation purposes.

Full-time faculty members, after serving a full calendar year, are expected to take approximately one (1) month's vacation each year during the summer term. While there is no explicit commitment for the remainder of the summer terms, there is an implicit undertaking to pursue activities of a scholarly nature through personal research, continue supervision of graduate students, writing, study, travel for academic purposes and professional practice conducive to self development in one's field, and preparation for the next academic year.

Full-time faculty members with whom arrangements have been made to lecture in the summer session will, normally, received extra remuneration for this activity.

It is acknowledged that salary increments and promotions to higher academic values are significantly influenced by activities of faculty members throughout the calendar year, not just through the academic terms explicitly committed.

It is the responsibility of each Chairman in consultation with the members of the department to establish teaching assignments. These assignments will take into consideration the needs and the objectives of the department and may be done in any given location.

Consulting

A Professor also respond to the needs of society outside the University and may include the offering of voluntary expertise, lecturing to public or private groups and giving professional advise to private individuals or groups, business and government etc.

Consulting - Continued -

Consulting may offer valuable opportunities to enrich teaching and research. It will also contribute to the professional development of the Professor and does provide the opportunity for additional income. Consulting should promote interaction between the Faculty and the non-University world and enhance the reputation of the Faculty. Therefore, consulting should be of an appropriate professional nature worthy of University faculty status.

But consulting activities should interfere with the satisfactory discharge of the professors' University duties. A professor should also not enter into consulting contracts which are in conflict with any of the University policy neither should he undertake activities which are in competition with existing programmes of the University.

Professors should not undertake substantial consulting without notifying the Department Chairman in writing about the matter. To avoid any misunderstanding, it is in the interest of members of the Faculty to have a written approval of their chairman. Professors may appeal the denial to the Dean.

A professor is expected to be available on call at least four (4) days per week for any urgent matter of academic interest during the Fall and Winter sessions, unless the Chairman has been otherwise informed and has agreed upon.

Policy Statement on Leaves of Absence

An application for salaried leave of absence may be granted for research, advanced studies, teaching assignments in developing countries and similar academic activities.

An applicant for leave of absence must submit a request on the form available for this purpose, by September 1st, for leave of absence to be taken in the following academic year. The Vice-Rector, Academic will consult with the applicant's Department Chairman and the Faculty or Divisional Dean, and will then submit recommendations to the Personnel Committee of the Board of Governors. Leaves when granted normally commence on June 1.

Policy Statement on Leaves of Absence - Continued -

A full-time member of faculty of Professorial rank or Lecturer, excluding Sessional Lecturer, may apply for one year leave of absence at 85% of normal full salary, after six years of continuous service.

Applicants are expected to apply for outside funding to defray salary as well as research and travel expenses. The University will pay the costs of certain expenses, as listed below, to an amount up to \$2,300, provided such expenses are not covered by outside funding. The University Research Officer is prepared to advise prospective applicants on outside sources of funds and to assist in making applications.

Exceptionally, after four years of continuous service, applications for half salary leave for advanced studies will also be considered. The University will not assume expenses for recipients of half salary leaves.

A faculty member on salaried leave, whether at 85% or 50% of salary, may not exceed 100% of regular salary virtue of outside earnings or salary grants received. If such receipts are sufficient to cause total income to exceed 100% of regular salary, the University will reduce its salary payment by an amount equal to that excess. Funds so recovered will be added to those available for leave replacement appointments. (Social Sciences and Humanities Research Council of Canada Leave Fellows should note that the value of the Leave Fellowship, stipend any portion, will not exceed 15% of regular salary, for those receiving 85% from the University; it may be higher, depending on rank and actual salary rate, for those on half salary leave).

University benefits coverage will be maintained at a level appropriate to 100% of salary and in consequence related deductions will be calculated at 100% level. Deductions for the various Government plans (Unemployment Insurance, Medicare, Quebec Pension...) and Income Tax will be made on the basis of actual salary.

Expenses Covered by the University

As indicated above, the University will defray the following costs up to \$2,300, provided such costs are not covered by outside funds:-

- a) travel to the principal place at which leave will be spent for the faculty member and accompanying family. The actual cost of travel, as supported by appropriate receipts, will be accepted up to an amount not exceeding return economy air fare directly related ground transportation, e.g. airline limousine, will also be accepted.
- b) extraordinary costs of dislocation, e.g. furniture storage costs.
- c) tuition fees, books and supplies, for seminars or courses related to the purpose of the leave, for the faculty member only.
- d) conference registration fees. Related travel costs for the faculty member, including room and board, will also be accepted, provided the Conference is not at the principal place at which leave is being spent.

Claims for expenses should be submitted to the Faculty Personnel Office, on regular University Expense Account forms. The signed form must be accompanied by supporting receipts. Forms must be submitted no later than thirty days from the termination date of the period of leave.

Social Sciences and Humanities Research Council of Canada Leave Fellowships

- a) Faculty members who have been awarded Social Sciences and Humanities Research Council (or similar) Leave Fellowships (as opposed to Research Grants) will note that such Fellowships are considered income in the ordinary sense.
- b) The SSHRC will report the value of the Leave Fellowship on T-4A forms, with no tax deductions at source. The University will report the salary payments on the usual T-4 forms, with tax deductions based on the actual salary, unless the faculty member request the arrangement in (c) below.
- c) In order to avoid making potentially large personal tax payments on the Leave Fellowship at tax-filing time, faculty members in receipt of such Fellowships may wish to instruct the University Paymaster to deduct Income Tax on the basis of the normal full salary, rather than on the reduced amount.

Further information may be obtained from the University Research Office (5852).

Leave Research Grants (LRGs)

1. Current tax regulations provide for the possibility of claiming bona fide research expenses against income received for research purposes while on leave of absence from the University (Interpretation Bulletin available in the University Research Office). (Faculty members who have been awarded Leave Fellowships should also refer to the Section above.
2. Faculty members who have been awarded Research Grants which are paid directly to the University, e.g., Natural Sciences and Engineering Research Council (NSERC) will note that according to the Interpretation Bulletin such grants are not considered to be "received" and consequently are not taxable income. This section does not deal with this type of grant.
3. The University is prepared to arrange for payment in the form of a Research Grant, to faculty members on salaried leave of that portion of the amount which would otherwise have been paid as salary, but which will in fact be spent on research. Payment in this form makes it possible to make a tax claim for legitimate expenses as provided for in the regulations.
4. In order to make this arrangement possible, leave recipients are invited to apply for a LEAVE RESEARCH GRANT (LRG), up to a reasonable amount, on a form available at the University Research Office. For consideration, the application form, with signatures, must be received by the appropriate Vice-Rector, Academic, no later than May 1. Each application received will be considered on its merits, and if approved, a research account number will be opened by the Treasurer in the name of the faculty member. Faculty members are free to draw from this account, on their own signature. Salary will be reduced by an amount equal to the LRG.
5.
 - a) In order to maintain full University Benefit Plan coverage, deductions will be made from salary cheques at a rate appropriate to the salary amount which would otherwise have been earned if not on leave. Deductions for the various Government plans (Unemployment Insurance, Medicare, Quebec Pension...) will be made on the basis of the reduced salary.
 - b) Income tax will be deducted on the basis of the reduced salary payments and reported on T-4 and TP-4 forms as usual. The LRG, with no tax deductions made, will be reported on T-4A and TP-4A forms.

Leave Research Grants (LRGs) - Continued

- c) Faculty members will be responsible for claiming expenses to be offset against the LRG income reported on the T-4A forms, and for this purpose are advised to keep careful records of allowable expenditures including invoices, receipts, etc., for the purpose of supporting the claim. Since tax will not have been deducted at source for the LRG expenditures, any expenditures not accepted by the Tax authorities as research expenses will result in the need to pay tax personally when Income Tax Returns are filed, or subsequently assessed.
6. The taxation year and period of leave are obviously not the same. It is therefore wise to apply for TWO SEPARATE LEAVE RESEARCH GRANTS in amounts which match planned research expenditures over the periods in question. Specifically, the University is prepared to consider application for the period June 1, through December 31, and January 1, through May 31, if such an arrangement should be beneficial to the faculty member. Grants made on this basis will be deposited to the LRG account at the beginning of each of the periods indicated. The faculty member will not have access to the second LRG until January 1.

Annual Timetable and Procedures

Elections for Committee and Appeal Board members must be terminated before the second week in October. The duties indicated below correspond to the latest week in which the different stages should be accomplished. Nothing prevents departments to group the evaluations, (but merit awards) together in the third and fourth week of October.

Annual Timetable and Procedures - Continued -

	A	B	C	D	E	F	G
Leave of Absence	Sept. 1	Oct. 2	Oct. 3	Oct. 4	*	Nov. 1	Final decision is given to the faculty member (if not appealed)
Tenure	Oct. 2 for deferral	Oct. 4	Nov. 1	Nov. 2	Nov. 3	Nov. 4	Dean submits recommendations to the Vice-Rector -
Contract Renew		Oct. 3	Oct. 4	Nov. 1	Nov. 2	Nov. 4	Faculty Personnel or Tenure Committee has deliberated (in the use of merits - Chairmen's Committee)
Promotions	Nov. 3	Dec. 1	Dec. 3	Jan. 1	Jan. 2	Jan. 3	Department Chairmen have submitted to the Dean all recommendations
Merits	Feb. 3	March 1	*	March 2	March 3	March 4	Faculty members have voted on a general department meeting
							Department Personnel or Tenure Committee have deliberated
							All requests by faculty members must be submitted to the Department Chairman

To be reviewed and confirmed after checking with V.R. Mr.